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ABSTRACT

The information in this directory is compiled from material submitted by agencies which are included in the Annual Report of Training Activities. The purpose of the directory is to promote and coordinate an exchange of the training related information that agencies obtain as they conduct studies of their training needs, problems, and courses. The information can be useful to trainers and managers in planning, conducting, or evaluating their own programs or courses. The studies and reports are related to: (1) Career Development, (2) Determining Training Needs, (3) Evaluation of Training, (4) Executive Department, (5) Management Training, (6) Program Development, (7) Summer Employment Programs, (8) Supervisory Training, (9) Technical Training, (10) Training Administration, (11) Training Methods, and (12) Upward Mobility Programs. Entries under each category include the title of the information, a brief abstract, the performing author and organization, and an address for additional information. (GEB)

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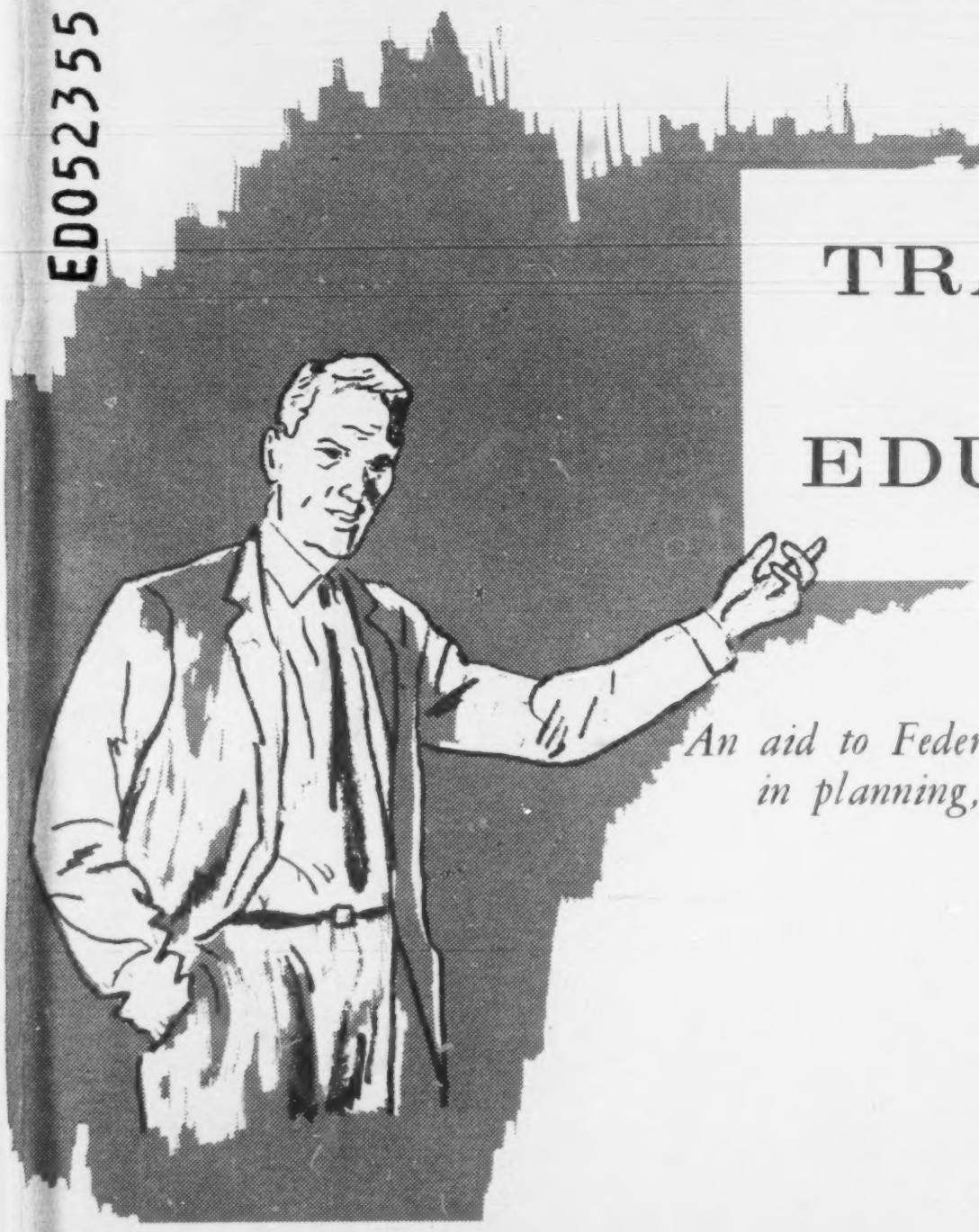
FEBRUARY 1971

A DIRECTORY OF STUDIES AND REPORTS RELATED TO TRAINING And EDUCATION

ED052355



An aid to Federal Trainers and Managers in planning, developing, and evaluating their own programs

FISCAL YEARS 1967 THROUGH 1970

VT013466

UNITED STATES CIVIL SERVICE COMMISSION • BUREAU OF TRAINING

ED052355

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EDUCATION & WELFARE
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STUDIES AND REPORTS

RELATED TO TRAINING AND EDUCATION

Revised Edition, February 1971

U. S. Civil Service Commission
Bureau of Training
Fiscal Year 1970

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INTRODUCTION

The purpose of this Directory is to promote and coordinate an exchange of the training related information that agencies obtain as they conduct studies of their training needs, problems, and courses and as they prepare reports on special programs or courses. The exchange of information and study results can be a useful resource to trainers and managers in planning, conducting, or evaluating their own programs or courses. The Directory has been prepared to facilitate the exchange of information by providing a reference of the studies and reports performed by agencies and a contact for information at the performing agency.

The information in the Directory is compiled from material submitted by agencies in the Annual Report of Training Activities for the fiscal year. The items have been grouped into various broad categories for easier reference. Section I of this edition includes information submitted for FY 1970, and Section II consolidates studies and reports that were completed during fiscal years 1967-69 and printed in previous editions of this pamphlet.

A limited number of copies of this Directory are available through the Commission's Regional Training Centers (see page 2) or from Training Assistance, Bureau of Training, 632-5660 for agencies located in the Washington, D.C. area.

Additional copies of the Directory may be purchased from the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402.

REGIONAL TRAINING CENTERS
U.S. CIVIL SERVICE COMMISSION

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New York, New York 10017
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Area Code 215
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SEATTLE REGION
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Seattle Region
U.S. Civil Service Commission
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SAN FRANCISCO REGION
Mr. Alvin Beller
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Federal Building, Box 36010
450 Golden Gate Avenue
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Phone 556-5738

ST. LOUIS REGION
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1520 Market Street
St. Louis, Missouri 63103
Area Code 314
Phone 622-4274

SECTION I

STUDIES AND REPORTS

SUBMITTED in FISCAL YEAR 1970

Studies and Reports

related to

CAREER DEVELOPMENT

Category:

Career Development

Title:

Mapping, Charting and Geodesy Development Plan

Brief Abstract:

A rapid evolving of technology combined with competition for scientific personnel has caused the Aeronautical Chart and Information Center (ACIC) difficulty in the "market place." To attract and retain high potential employees, we must offer a future. The Career Development Plan for MC & G personnel is an attempt to answer the "where" and "how," career-wise for these people. The program would include all employees in the competitive service, GS-5 and above, in the following series: GS-1310 (Physical Scientist), GS-1330 (Astronomer), GS-1370 (Cartographer), GS-1372 (Geodesist), and GS-1520 (Mathematician).

Performing Author and Organization:

Headquarters Aeronautical Chart and
Information Center
Department of Air Force
Department of Defense

Additional Information:

The study is not yet completed. Publication plans have been delayed pending receipt of higher command directives and action taken on reorganization plans.

Contact for Information:

Mr. H.E. McClintock
Employee and Career Development Branch
Headquarters Aeronautical Chart and Information Center
8900 Broadway
St. Louis, Missouri 63125
Phone: AC: 314, 693-3901

Category:

Career Development

Title:

Professional Development Policies and Programs (Audit)

Brief Abstract:

The study looked into the audit operations of other agencies and other audit training programs conducted by agencies and professional groups. The result sets forth the policies, objectives, plans and programs for providing opportunities to the professional audit staff for the development of their technical and managerial skills.

Performing Author and Organization:

Mr. James R. Pierce
Director, Audit Operations
Office of Survey and Review
Department of the Interior

Additional Information:

The report has been completed and published. Copies will be made available upon request.

Contact for Information:

Mr. Al Fox
Assistant Director of Audit Research and Development
Office of Survey and Review
Main Interior Building (Room 5216)
18th & C Street, N.W.
Washington, D.C. 20240
Phone: AC: 202, 343-2813

Studies and Reports

related to

DETERMINING TRAINING NEEDS

Category:

Determining Training Needs

Title:

An Investigation of Educational Needs of Federal Scientists and Engineers

Brief Abstract:

This study describes the results of an investigation conducted to determine if a need for continuing education and updating exists to define the need, and to recommend appropriate responses to the expressed need. The investigation was accomplished through consultation with key personnel at state and Federal agencies, and through discussions with university faculty. It covered a five-state area and resulted in recommendations which might be considered as constituting a pilot program.

Performing Author and Organization:

Robert N. Bruce, Jr., Ph.D.
Dallas Region
U.S. Civil Service Commission

Additional Information:

The study is complete and a copy may be obtained from the address below.

Contact for Information:

Regional Training Center Director
U. S. Civil Service Commission, Dallas Region
1114 Commerce Street
Dallas, Texas 75202
Phone: AC: 214, 749-3915

Category:

Determining Training Needs

Title:

Opportunities for Service: Intergovernmental Cooperation in North Central Texas

Brief Abstract:

This study is an analysis of the personnel management needs of state and local government in the Dallas-Fort Worth area; and an evaluation of the resources and capabilities of the U.S. Civil Service Commission, Dallas Regional Office for the delivery of consultation, technical, training, educational, recruitment and testing services. It is also an identification of the systematic inhibitors to effective intergovernmental cooperation and a suggestion of responses which might be developed in the North Central Texas region to facilitate more effective intergovernmental cooperation under the Intergovernmental Cooperation Act of 1968 in the areas of program development and delivery; organization and staffing; and communication linkages with state and local administrators and the North Central Texas Council of Governments.

Performing Author and Organization:

John P. Hall
Dallas Regional Training Center
U.S. Civil Service Commission

Additional Information:

The study is completed and a copy may be obtained from the address below.

Contact for Information:

Regional Training Center Director
U.S. Civil Service Commission, Dallas Region
1114 Commerce Street
Dallas, Texas 75202
Phone: AC: 214, 749-3915

Category:

Determining Training Needs

Title:

A Report on Training Needs and Approaches in Support of New Federalism

Brief Abstract:

This report is concerned with problems of building a training program in support of President Nixon's commitments to his "New Federalism." The report is directed primarily toward interagency aspects of such an effort, on the assumption that various departments and agencies know best their own needs and responsibilities to support the "New Federalism" concepts. Five interviews were made with Assistant Secretaries, or equivalent from departments involved in urban undertakings. The report is broken up into several parts --

1. Broad Perspectives on New Federalism
2. Specific Findings
3. Current Training Programs on New Federalism
4. Proposals for Training

Performing Author and Organization:

Frank P. Sherwood
Patrick J. Conklin
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the report are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Category:

Determining Training Needs

Title:

State and Local Issues and Training Needs of the 70's

Brief Abstract:

This is a report first submitted to the State and Local Training Symposium, May 20-22, 1970. The report is composed of two parts. The first part discusses the views of the author concerning the major problems of training and development emphasizing the need for maintaining a perspective on training payoffs, need, resources and a need for a theory of public service training, and finally making special reference to their implications for state and local governments. The second part consists of three appendices. These are summaries of lengthier reports.

1. League of California Cities, Municipal Post-Entry Training Need and Resources in California (Berkeley:1966), 63 p., processed.

2. Institute for Local Self-Government, "A Report to the University of California at Berkeley," Typescript, 1970.

3. Institute of Government, University of Virginia, Governmental Manpower in Virginia: Scope, Needs and Prospects (Charlottesville:1970), 289 p., processed.

Performing Author and Organization:

Frank P. Sherwood
Federal Executive Institute
U.S. Civil Service Commission

Additional Information

Copies of the report are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Studies and Reports

related to

EVALUATION OF TRAINING

Category:

Evaluation of Training

Title:

The Applied Mathematician Training Program: An Experiment in Career Re-Education

Brief Abstract:

This is an analysis and evaluation of the conditions, design, development and execution of a training program intended to cross-train engineers, scientists and mathematicians into a highly critical skills area of scientific computer programming mathematics.

Performing Author and Organization:

Mrs. Joanne Thacker
Manpower Utilization Division
Goddard Space Flight Center
National Aeronautics and Space Administration

Additional Information:

The study is not yet completed.

Contact for Information:

Mrs. Joanne Thacker
Manpower Utilization Division
NASA Goddard Space Flight Center
Greenbelt, Maryland 20771
Phone: AC: 301, 982-5042, extension 6111

Category:

Evaluation of Training

Title:

An Evaluation Model Designed to Measure the Effectiveness of a One-Week Training Course Titled "Position Classification and the Management Process"

Brief Abstract:

The purpose of the study was to measure the effectiveness of a one-week training course in position classification. The methodology involved the following steps: (1) Pre-assessing the learner; (2) Stating course objectives in terms that are behavioral, observable, and measurable; (3) Establishing an evaluation instrument; (4) Designing of course; (5) Conducting course and gathering evaluation data; (6) Analyzing evaluation data; (7) Forming conclusions from evaluation data; (8) Recommending course redesign; (9) Redesigning evaluation model.

The evaluation instruments included: (1) 50-item objective pre-test; (2) 50-item objective post-test; (3) Learner self-assessment questionnaire; (4) Supervisor-assessment questionnaire; (5) Training work product rating scale; (6) Checklist for desk audit; and (7) Participant reaction checklists. The design and application of this model resulted in modification and improvement of the training program. The study showed that the strengths of the model outweighed the weaknesses and that the design of this model has applicability to other training programs conducted by the Personnel Management Training Center.

Performing Author and Organization:

Richard J. Indelicato
Personnel Management Training Center
Bureau of Training
U.S. Civil Service Commission

Additional Information:

The study has been completed. Copies may be obtained from the address below.

Contact for Information:

Personnel Management Training Center
Bureau of Training
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415 Phone: AC: 202, 632-5636

Category:

Evaluation of Training

Title:

Evaluation of Civilian Long-Term, Full-Time Study Programs, FY 1966-68

Brief Abstract:

The study evaluates the program's worth to the Command and the Air Force by an analysis of questionnaires returned from a sampling of 100 participants, 100 non-participants, and the supervisors of both.

Performing Author and Organization:

Dr. Morris N. Spencer
in collaboration with the
Employee and Career Development Division
Headquarters Air Force Systems Command
Andrews Air Force Base
Department of Defense

Additional Information:

A limited number of copies of the study are available by contacting the Air Force Systems Command (see below).

Contact for Information:

Mr. S.W. Gunnoe, Staff Employee Development Specialist
Employee and Career Development Division
Directorate of Civilian Personnel
HQ Air Force Systems Command
Andrews AFB
Washington, D.C. 20331
Phone: AC: 202, 981-6328/5760

Category:

Evaluation of Training

Title:

Evaluation of Courses Taken by Employees of the Naval Undersea Research and Development Center

Brief Abstract:

A detailed analysis of evaluation questionnaires is being made to determine the efficacy of courses taken by Center employees and their usefulness in terms of increasing the capabilities of employees. The study will be in the nature of a guide for supervisors to assist them in making decisions on whether or not to send employees to specific courses.

Performing Author and Organization:

Juan Robertson and Cleland A. Weber
Naval Undersea Research and Development Center
San Diego, California
Department of Navy
Department of Defense

Additional Information:

The study is now in progress.

Contact for Information:

Mr. Cleland A. Weber
Employee Development Officer
Naval Undersea Research and Development Center (code 161)
Pasadena Laboratory
3202 E. Foothill Boulevard
Pasadena, California 91107
Phone: AC: 213, 449-7494

Category:

Evaluation of Training

Title:

Evaluation of Standardized Orientation and Craft Skills Training Program

Brief Abstract:

A dual study was conducted to determine how effectively the program, implemented in 284 of the largest post offices, is working. The study was conducted on a sampling basis in that all of the 284 post offices were not included in the study. It was designed to detect and correct misunderstandings of the craft training system, to encourage actions needed to correct problems in system operation, and to provide local and regional officials with a means for effectively evaluating the operations and management of the system. As a result of a study made by the Bureau of Operations in conjunction with the Bureau of Personnel, it is planned to amend published guidelines on the craft training system to include new material and effect changes in existing material so as to improve the system and correct deficiencies. The results of the study of the craft training system made by the Internal Audit Division of the Bureau of the Chief Postal Inspector are scheduled for release in September 1970; accordingly, additions or changes to the system will be withheld pending a review of the findings of that Bureau.

Performing Author and Organization:

Bureau of Operations, Bureau of Personnel,
and Bureau of Chief Postal Inspector
Post Office Department

Additional Information:

This initial evaluation of the "system in operation" was completed insofar as the post offices selected for evaluation in FY 1970 are concerned. However, the program will continue to be evaluated from year to year in order to ensure effectiveness.

Contact for Information:

Mr. James E. Herby, Employee Development Officer
Craft Training Division, Bureau of Personnel
U.S. Postal Service
Washington, D.C. 20260
Phone: AC: 301, 495-6225

Category:

Evaluation of Training

Title:

A Follow-Up Study of the Three-Week Presidential Seminar in PPBS

Brief Abstract:

The purpose of this study is to evaluate the influence of the three-week seminar on the job performance, attitudes, and career development of participants who attended the first 15 seminars. Reactions were obtained from employees of many agencies and departments who had been out of the course for sufficient time to apply what they might have learned either where PPB had been installed, or where their duties gave opportunity for applying PPB concepts in advance of a total system. Ten questions were asked participants concerning the effect the course had on their concepts and thinking; job, work, and output; if they had pursued additional study in related subjects; if they would desire additional PPBS follow-up training; and what recommendations participants have about changes in the program structure, content, and subject matter emphasis. Answers to the questions would be critical for deciding continuance of the course and improving the structure of it, and for sharpening guidance to agencies selecting participants. Answers would also be important to development of follow-on training.

Performing Author and Organization:

Charles F. Gorton
Management Sciences Training Center
Bureau of Training
U.S. Civil Service Commission

Additional Information:

The study is completed and copies are available from the address below.

Contact for Information:

Management Sciences Training Center
Bureau of Training
U.S. Civil Service Commission
1900 E Street N.W.
Washington, D.C. 20415
Phone: AC: 202, 632-5600 or code 101, extension 25600

Category:

Evaluation of Training

Title:

Job Analysis of Inspector Position (Alcohol, Tobacco and Firearms/Permissive)

Brief Abstract:

The study offers an evaluation of the current A.T. & F. (Alcohol, Tobacco and Firearms/Permissive) Inspector training program.

Performing Author and Organization:

David L. Duarte, EDS,
Compliance Training Branch, Training Division
Internal Revenue Service
Department of Treasury

Additional Information:

The study was published for internal use; limited copies are available for borrowing by other Federal agencies.

Contact for Information:

Compliance Training Branch
Training Division
Internal Revenue Service
1111 Constitution Avenue, N.W.
Washington, D.C. 20224
Phone: AC: 202, 557-2426

Category:

Evaluation of Training

Title:

Naval Air Development Center Student Trainee Program

Brief Abstract:

This report contains general observations, statistical analysis and recommendations for improvement of the Student Trainee Program (including both subsidized and non-subsidized trainees). This program is in its thirteenth year at the Naval Air Development Center and provides the Center with a continuing supply of capable and experienced manpower in the fields of engineering and physics.

Performing Author and Organization:

William J. Rissinger
Naval Air Development Center
Warminster, Pennsylvania 18974
Department of Navy
Department of Defense

Additional Information:

Single copies of the study are available free of charge upon request to the address below.

Contact for Information:

Mr. Richard S. Chern
Training Director
Naval Air Development Center
Warminster, Pennsylvania 18974
Phone: AC: 717, 441-2769

Category:

Evaluation of Training

Title:

New Directions in Adult Reading Improvement

Brief Abstract:

This is a report on a special reading improvement program developed to meet the particular reading needs of the supervisors in Domestic and International Business. There were a triad of objectives: (1) to develop flexibility of reading speed, (2) improve reading comprehension and retention, and (3) apply these reading skills to job-related materials which represent reading problems encountered by DIB supervisors. The article defines the difference between reading as a college student and as an adult on the job with emphasis placed on "flexible reading." A methodology generally used to increase reading speed and comprehension rate is described. Certain principles of general semantics as described by S.I. Hayakawa and job-related reading materials of the participants are both emphasized and used. Standardized reading tests measuring reading speed and comprehension were administered before and after the training and a three-month follow-up after the program was over. The retest scores indicate that the gains made during the training in reading speed and comprehension are permanent.

Performing Author and Organization:

Mr. David Sullivan
Employee Development Officer
Employee Development Branch
Personnel Division, OA/DIB
Department of Commerce

Additional Information:

The study is not yet completed.

Contact for Information:

Mr. David Sullivan
Employee Development Officer
Domestic and International Business Area
Room 1515
Department of Commerce
14th and Constitution Avenue
Washington, D.C. 20230
Phone: AC: 202, 967-5075

Category:

Evaluation of Training

Title:

Retention Study of Long-Term Full-Time Study Participants - FY 64-69

Brief Abstract:

Study was made to determine retention experience. Questionnaires were used to determine (1) promotion experience, (2) outstanding work performed and (3) whether scientist, engineer or support personnel, of those released, and information of those lost as to where they went.

Performing Author and Organization:

S.W. Gunnoe, Staff Employee Development Specialist
Employee and Career Development Division
Directorate of Civilian Personnel
HQ Air Force Systems Command
Andrews AFB
Department of Defense

Additional Information:

The study has been published and is available from the address below.

Contact for Information:

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Employee and Career Development Division
Directorate of Civilian Personnel
HQ Air Force Systems Command
Andrews AFB, D.C. 20331
Phone: AC: 202, 981-5722

Category:

Evaluation of Training

Title:

Study of Effectiveness of Cooperative Education Program

Brief Abstract:

The study was conducted to determine what can be done to make assignments for student trainees interesting and challenging enough to assure the maximum retention of these students as full-time employees when they graduate.

Performing Author and Organization:

Mr. Charles S. Syer
Civilian Personnel Office
Training and Development Division
U.S. Army Missile Command
Redstone Arsenal, Alabama 35809

Additional Information:

The study is complete. Further information on publication may be obtained from the address below.

Contact for Information:

Mr. Charles S. Syer
Civilian Personnel Office
Training and Development Division
U.S. Army Missile Command
Redstone Arsenal, Alabama 35809
Phone: AC: 205, 877-1100, extension 74216

Category:

Evaluation of Training

Title:

A Survey of the Effectiveness of Management Development Programs

Brief Abstract:

The purpose of the survey was to obtain information about private industry training evaluation practices which might be used or adopted for use by Federal agencies. The paper summarizes the results of recent unpublished research studies, conducted in private industry and business, on the effectiveness of a variety of programs designed to develop management abilities. Questionnaires were sent to 244 sources and summaries made from numerous face-to-face interviews, telephone interviews, and unpublished material furnished by respondents.

Performing Author and Organization:

Dr. Michael E. Spautz
San Francisco Regional
Training Center
U. S. Civil Service Commission

Additional Information:

The report is completed and copies are available from the address below.

Contact for Information:

Training Center Director
San Francisco Region
U.S. Civil Service Commission
Federal Building, Box 36010
450 Golden Gate Avenue
San Francisco, California 94102
Phone: AC: 415, 556-5738

Category:

Evaluation of Training

Title:

Teaching Taxes Survey

Brief Abstract:

The survey was designed to test the effectiveness of the Teaching Taxes Program as a whole, and certain elements separately. The survey was carried out in two phases, first, a mailout questionnaire to principals in some 7,500 schools, and, second, interviews held with both teachers and principals in approximately eight schools in each IRS district.

Performing Author and Organization:

Bill Lund
Management Branch, Training Division
Internal Revenue Service
Department of Treasury

Additional Information:

The survey was published July, 1970. It is for internal use.

Contact for Information:

Mr. Richard Tully
Training Division
Internal Revenue Service
Washington, D.C. 20224
Phone: AC: 202, 964-3878

Studies and Reports

related to

EXECUTIVE DEVELOPMENT

Category:

Executive Development

Title:

Additional Comparisons of FEI Participants with the Executive Inventory

Brief Abstract:

This is a report that compares the executives who have attended the Federal Executive Institute with all those executives on the Executive Inventory of the Bureau of Executive Manpower, U.S. Civil Service Commission. The categories of comparison are as follows:

Age
Length of Service
Occupational Distribution
Educational Level
Educational Attainment after Entering Federal Service
Entrance Grade
Nature of Federal Career
Reasons for Entering Government
Source of Supergrades GS-16 - GS-18
Mobility
Attitudes Toward Changing Jobs
Attitudes Toward Changing Geographically
Type of Training Desired
Number Receiving Recognition of Excellence

Performing Author and Organization:

Tom Maher
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the report are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Category:

Executive Development

Title:

Characteristics of the Federal Executive

Brief Abstract:

This study was made by an executive who attended Session IX of the Residential Program in Executive Education at the Federal Executive Institute. The study gives one a fairly good idea of the type of executives who attend the Institute. It is very statistical in content.

Performing Author and Organization:

Turner Grafton Timberlake
Deputy for Engineering
Engineering Laboratory
U. S. Army Mobility Equipment Research
and Development Center
Department of Defense

Additional Information:

Copies of the study are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
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Phone: AC: 703, 296-0181

Category:

Executive Development

Title:

Historical and Progress Report of the Federal Executive Institute

Brief Abstract:

The purpose of this report is to relate the historical development, educational goals, curriculum and methods, staffing and other matters relating to the first year of operation of the Federal Executive Institute.

Performing Author and Organization:

James R. Beck, Jr.
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the report are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Category:

Executive Development

Title:

An Interpretative Summary of a Study of Three Executive Development Programs

Brief Abstract:

Comparative study was made of three training programs: The Institute Management Work Conference of the National Training Laboratories, The Executive Seminar Centers at Berkeley and Kings Point and the Federal Executive Institute. The study consists of a brief description of each program's general character and common problems of all three. This study centers around the dissertation of V. Dallas Merrell, Trans-change Theory and Strategies for Management Education: A Study of Change Dynamics in Selecting Management Education Programs and concludes by applying his findings to the Federal Executive Institute.

Performing Author and Organization:

Frank P. Sherwood
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the study are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Category:

Executive Development

Title:

Needs for Executive Development in the Federal Service

Brief Abstract:

This study looks at the reasons executive development is needed in the Federal Government. Factors such as the changing environment and technology are given as reasons yet recognizing that "even in the most stable of systems the occupants of leadership roles continuously change." Thus using information gathered from the Bureau of Executive Manpower of the Civil Service Commission, the workshop on the American Federal Executive conducted at the Federal Executive Institute, the Advanced Management Program at Harvard, The Committee on Economic Development and others, the author argues that continued executive development is needed.

Performing Author and Organization:

Frank P. Sherwood
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the study are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
Phone: AC: 703, 296-0181

Studies and Reports

related to

MANAGEMENT TRAINING

Category:

Management Training

Title:

Concepts for a Prototype Extension Center

Brief Abstract:

The study was conducted for the purpose of outlining concepts which are necessary for the development of a prototype extension center designed to meet the management development needs of the Postal Service. The study dealt with: (a) training needs and participant populations of postal supervisory personnel, (b) career development, (c) possible course offerings, (d) methods of instruction, (e) teaching aids, (f) information resources and retrieval, (g) staffing pattern, (h) facility guidelines, and (i) general space requirements.

Performing Author and Organization:

Dr. John S. Howland, Deputy Director
Postal Service Program
University of Oklahoma

Additional Information:

Limited copies of the study are available. If a validated need can be established, a copy of the report may be obtained by writing to the address below.

Contact for Information:

Dr. Herbert L. Steele, Director
Field Operations Center
Oklahoma Postal Training Operations
Post Office Box 1400
Norman, Oklahoma 73069
Phone: AC: 405, 325-6771

Category:

Management Training

Title:

Management Development Study

Brief Abstract:

This study analyzes management development efforts in DOT to determine what is being done, to recommend actions necessary to establish a logical systematic approach to management development, and to decide who should do the training. A panel of private consultants supported by the training staff of the Office of the Secretary was used to conduct this study. Various methods were used to gather data, questionnaires to operating administration, field trips by one consultant, formal briefings by major elements of the Department, interviews with top officials in Government, and informal discussion with personnel and training people. The panel relied mainly on its own experience to establish appraisal criteria. A unified logical system of management development is expected to result.

Performing Author and Organization:

Mr. William H. Kushnick, Consultant
Dr. Mahlon T. Puryear, Consultant
Dr. Oliver H. Laine, Consultant
Mr. Howard R. Richardson, Chief
Training and Career Development Division
Department of Transportation

Additional Information:

The study was completed. For further information see the address below.

Contact for Information:

Chief, Training and Career Development Division
Office of the Secretary
Department of Transportation
400 7th Street, S.W., Room 9111
Washington, D.C. 20590
Phone: AC: 202, 426-0185

Category:

Management Training

Title:

TEAM Evaluation

Brief Abstract:

The study was designed to assess the degree and kind of change in managerial practices following participant's completion of the "Team Effectiveness Approach for Management Program (TEAM)." Data obtained from evaluation of the TEAM Program will be useful in program analysis to determine areas having improvement potential. (NOTE: The objective of the TEAM Program, per se, is to expose the several echelons of management in a large post office to modern problem-solving techniques, and to build through this knowledge a continuing program of creative duscussions leading to internal problem-solving by committed management. The program seeks to be application-oriented by providing tools for managers at all levels to use in organizing solutions to problems confronting post offices.)

Performing Author and Organization:

Postal Service Management Institute
U.S. Postal Service

Additional Information:

The study was initiated in FY 1970 and a report on it is due in FY 1971. There will be, however, a continuing evaluation of the program as it proceeds from year to year.

Contact for Information:

Mr. James L. O'Toole, Chief
Field Instruction Division
Postal Service Management Institute
8120 Woodmont Avenue
Washington, D.C. 20014
Phone: AC: 202, 495-6291

Studies and Reports

related to

PROGRAM DEVELOPMENT

Category:

Program Development

Title:

BLM Training System Development

Brief Abstract:

The project concept is to use a systems approach to training program management in the operating environment of a resource management bureau. The operating problem is to design a system to convert training jargon to terms meaningful to natural resource managers and to design an operating system to reflect meaningful training needs related directly to Bureau production and mission.

Performing Author and Organization:

Bureau of Land Management
Department of the Interior

Additional Information:

Publication of the study is for internal distribution only. The study has been completed, and the Bureau is implementing the system now.

Contact for Information:

Mr. E.K. James, Jr.
Employee Development Specialist
Office of the Assistant Director for Administration
Division of Personnel
Bureau of Land Management
Washington, D.C. 20240
Phone: AC: 202, 343-1100

Category:

Program Development

Title:

The PPB Systems Analyst: Skills and Training Requirements

Brief Abstract:

The study was conducted to define the knowledge and skill requirements for successful performance as a PPB systems analyst, to determine how these requirements are best acquired, and to evaluate the implications for the training programs of the Civil Service Commission. In addition it should prove to be an invaluable guide to any organization faced with the task of staffing an analysis group or developing a training program to support an analytic effort.

Performing Author and Organization:

Dr. Augustus B. Turnbull III
Management Sciences Training Center
Bureau of Training
U.S. Civil Service Commission

Additional Information:

The study is completed and copies are available from the address below.

Contact for Information:

Management Sciences Training Center
Bureau of Training
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415
Phone: AC: 202, 632-5600

Category:

Program Development

Title:

A Study to Determine Course Offerings and Level of Operations of the Field Operations Center, Oklahoma Postal Training Operations, Norman, Oklahoma

Brief Abstract:

The study dealt with such subjects as: (a) a career training and development program for postal supervisory personnel, (b) joint OPTO (Oklahoma Postal Training Operations)-University of Oklahoma relationship for supervisory training, (c) a 5-year training plan, identifying courses, potential populations and man-weeks of training, (d) a resident training plan for FY 1971 involving student loads, and identifying courses and classroom requirements, (e) potential correspondence courses to be developed for postal supervisory personnel, and (f) resident courses, identifying training population by job classification and title.

Performing Author and Organization:

Dr. John S. Howland, Deputy Director
Postal Service Programs
University of Oklahoma

Additional Information:

Available copies of the report are limited. If a validated need can be established, a copy of the report may be obtained by writing to the address below.

Contact for Information:

Dr. Herbert L. Steele, Director
Field Operations Center
Oklahoma Postal Training Operations
Post Office Box 1400
Norman, Oklahoma 73069
Phone: AC: 405, 325-6771

Studies and Reports

related to

SUMMER EMPLOYMENT PROGRAMS

Category:

Summer Employment Programs

Title:

Federal Summer Employment Program for Youth, 1969

Brief Abstract:

This study describes the various aspects of the Center's efforts to provide the disadvantaged youths hired as Summer Aids with a comprehensive classroom and job training program.

Performing Author and Organization:

Mr. William D. Haig
Chief, Personnel Division
Veterans Administration Center

Additional Information:

Limited copies of the report have been reproduced. A copy will be supplied, if available, on request to the address below.

Contact for Information:

Personnel Officer
VA Center
Wissahickon Ave. & Manheim Street
P.O. Box 8079
Philadelphia, Pennsylvania 19101
Phone: AC: 215, 438-5200

Category:

Summer Employment Program

Title:

Federal Summer Employment Program, 1970

Brief Abstract:

The program was especially slanted toward improving community relations. Special activities were arranged that included various community service personnel. As a result of the program several of the students have continued as part-time employees.

Performing Author and Organization:

Mr. Gregory O. Bruce, Youth Counsellor
Training and Development Branch
U.S. Soldiers Home

Additional Information:

The report on the program is completed. For further information see the address below.

Contact for Information:

Chief, Training and Development Branch
U.S. Soldiers Home
Washington, D.C. 20315
Phone: AC: 202, 726-9100, extension 277

Studies and Reports

related to

SUPERVISORY TRAINING

Category:

Supervisory Training

Title:

Analysis of Management Tasks Performed at FAA Operating Field Offices

Brief Abstract:

This analysis identifies and describes the management tasks that are performed by supervisors/managers of operating field offices in the FAA. The results of the analysis are being used primarily for determining the non-technical training requirements for these supervisors, and for producing a guide or standard from which management training can be developed, conducted and evaluated.

Performing Author and Organization:

David A. Watson
Office of Training
Federal Aviation Administration
Department of Transportation

Additional Information:

The study is completed. For further information see the address below.

Contact for Information:

Director of Training
Federal Aviation Administration
800 Independence Avenue, S.W.
Washington, D.C. 20590
Phone: AC: 202, 963-1110

Category:

Supervisory Training

Title:

Commerce Supervisory Training Study

Brief Abstract:

The study is to determine the makeup, turnover ratio and in general terms the current skill level of the Department's supervisory force. It will be used in evaluating the current efforts that the bureaus are making in the training of their supervisors. The Task Force is analyzing all of the supervisory training programs that may be appropriate and from these, developing study units or recommending already existing training programs to meet the needs of Commerce as a whole and individual bureaus.

Performing Author and Organization:

Mr. Miller McDonald and Task Force
Management Training Coordinator
Department of Commerce

Additional Information:

The study is in progress. Two pilot Supervisory Training Sessions for a total of 72 employees have been conducted. To date, 11 Discussion Guides for Commerce-wide use in Basic Supervision have been completed. Twenty-two Supervisory Guides are under development.

Contact for Information:

Mr. Miller McDonald
Management Training Coordinator
Department of Commerce
14th and Constitution
Washington, D.C. 20230
Phone: AC: 202, 967-3731

Category:

Supervisory Training

Title:

Job Satisfaction at Wood V.A. Center, 1968

Brief Abstract:

A relatively open-ended employee satisfaction questionnaire was distributed to all full-time employees at the Wood V.A. Center. It was thought that allowing employees to express satisfaction and dissatisfaction in their own terms would give more valuable information. Tabulation and analysis of the questionnaire returns indicated that job satisfaction at the Center is basically fairly high (71%). Questionnaire results further suggested that where dissatisfaction exists, much of it is due to the perceived inadequacy of supervision. On the other hand, factors such as financial reward, physical surroundings, and friendly co-workers are seen as contributing to satisfaction. As a result of the study the Personnel Division sponsored one special training course for supervisors, Human Relations and Motivation, and is giving special attention to human relations training in the training of supervisors.

Performing Author and Organization:

Alan E. Wilson, Ph.D., Psychologist
Psychology Service
Wood V.A. Center
Veterans Administration

Additional Information:

A copy of the study may be obtained by writing to the address below.

Contact for Information:

Mr. Norvall O. Winnik, Chief
Personnel Division
V.A. Center
Wood, Wisconsin 53193
Phone: AC: 414, 384-2000

Category:

Supervisory Training

Title:

Study of Supervisory and Management Practices at the Denver Service Center

Brief Abstract:

A study of supervision and management to determine areas needing improvement with recommendations of alternative training programs to bring about the improvement.

Performing Author and Organization:

Carroll C. Halterman, D.B.A.
Consultant for Executive Programs
College of Business Administration
University of Denver

And

Bureau of Land Management
Department of the Interior

Additional Information:

The study has been completed. See the address below for further information.

Contact for Information:

Mr. James W. House
Employee Development Specialist
Bureau of Land Management
Bldg. 50, Denver Federal Center
Denver, Colorado 80225
Phone: AC: 303, 233-2161

Category:

Supervisory Training

Title:

Supervisory/Management Development Program

Brief Abstract:

This study was made to determine ways of improving the training provided for the agency's supervisors and managers. The study evolved as part of the continuous evaluation of training, in response to training proposals from the Air Traffic and Systems Maintenance Services, and in response to concerns expressed by top management about the need for supervisory and managerial performance improvement.

Performing Author and Organization:

Donald L. Cooney; Aaron J. Rothman;
Henry J. Christiansen; James F. Tracey
FAA Office of Training
Department of Transportation

Additional Information:

This study is completed. For further information see the address below.

Contact for Information:

Director of Training
Federal Aviation Administration
800 Independence Avenue, S.W.
Washington, D.C. 20590
Phone: AC: 202, 963-1110

Category:

Supervisory Training

Title:

Supervisory Task Analysis

Brief Abstract:

The purpose of the study is to improve supervisory performance by more specific identification of duties actually performed and adjusting training to the needs expressed by the supervisor. All first and second level supervisors were asked to provide four responses to each of sixty-five supervisory tasks. The information was obtained through a questionnaire. The responses were requested in the form of a continuum on a scale of 1 to 5. On each task the supervisor indicated how frequently the task is performed, how difficult the task is as compared to all other tasks, and how much would training improve performance of the task. Responses will be used to establish priorities in supervisory training as well as establish new courses and redesign existing courses to meet the specific needs expressed by supervisors.

Performing Author and Organization:

Mr. James Purvis, Management Intern, HSMHA
Mr. Lloyd Wade, Management Analyst, CDC
Center for Disease Control
Department of Health, Education and Welfare

Additional Information:

An evaluation of results is in progress.

Contact for Information:

Mr. Harry E. Cranford
Employee Development Specialist
Center for Disease Control
1600 Clifton Road
Atlanta, Georgia 30333
Phone: AC: 404, 633-3311

Studies and Reports

related to

TECHNICAL TRAINING

Category:

Technical Training

Title:

Air Traffic Controller Training at the FAA Academy

Brief Abstract:

"Air Traffic Controller Training at the FAA Academy" is a report on the training for new air traffic controllers at the Aeronautical Center in Oklahoma City, Oklahoma. The report includes descriptions of the employees' qualifications and the job of the air traffic controllers. In addition, there is narrative on the method of training, classroom laboratory configuration, staffing, curriculum development, training of staff, student reaction, and training results and improvements.

Performing Author and Organization:

Roy J. Cummings, Education Specialist
General Training Branch, FAA Academy
Federal Aviation Administration
Department of Transportation

Additional Information:

The report is completed. For further information see the address below.

Contact for Information:

Mr. Neil Fox
Chief, General Training Branch
Federal Aviation Academy
Oklahoma City, Oklahoma 73125
Phone: AC: 405, 686-2570

Category:

Technical Training

Title:

Experimental Aviation Technology Curricula in Junior Colleges

Brief Abstract:

The agency has initiated a major project to make more effective use of the nation's educational system as one resource for long range manpower recruiting. One part of this project includes establishing a series of experimental aviation technology programs in 15 to 30 junior colleges throughout the country with emphasis on colleges having large minority enrollment. The primary aim of these programs would be to develop potential future employees who would be well equipped to function in a computer oriented, air transportation environment. Since such personnel would be highly competitive for certain aviation industries as well as in jobs in the broader aviation community, part of the project includes working with key elements of the aviation community and industry to identify broad job families common to both the FAA and the aviation community. Following this identification is the determination of skills and knowledge needed in such jobs so that these data can be translated into responsive, practical curricula.

Performing Author and Organization:

Mr. Lawrence M. Bott, Chief
Education/Training Methods/Technique Analysis
Manpower and Planning Staff
Federal Aviation Administration
Department of Transportation

Additional Information:

The additional resouces necessary to both expand the present program and establish it in additional new colleges are in short supply. Because of this, the agency is currently exploring various other ways to finance the program. Further expansion of the program must be delayed until these budgetary problems are resolved.

Contact for Information:

Mr. Lawrence M. Bott, Chief
Education/Training Methods/Technique Analysis
Manpower and Planning Staff
Federal Aviation Administration
Department of Transportation
Washington, D. C. 20590

Phone: AC: 202, 962-7841

Category:

Technical Training

Title:

Maintenance Engineer Study

Brief Abstract:

To establish maintainability engineering capability in the Maintenance Technical Support Center for all types of postal facilities and equipment.

Performing Author and Organization:

Martin-Marietta Corporation
Post Office Box 5837
Orlando, Florida 32805

And

U. S. Postal Service

Additional Information:

The study is scheduled to be completed in the Spring of 1971.

Contact for Information:

Mr. William G. Lafferrandre, Jr.
Director, Maintenance Technical Support Center
Oklahoma Postal Training Operations
Post Office Box 1400
Norman, Oklahoma 73069
Phone: AC: 405, 325-6176

Category:

Technical Training

Title:

Sources of Short-Term Continuing Education for Clinical Laboratory Personnel

Brief Abstract:

The purpose of this study is to locate non-Federal sources of short-term training (3 weeks or less) for clinical laboratory personnel, and to determine certain characteristics of this training. No attempt has been made to collect dates or schedules, but rather to provide by State a list of the sources to which the individual technologist can write for detailed information. Over two hundred sources have been identified.

Performing Author and Organization:

John H. Krickel, Education Specialist
Laboratory Training Section
Licensure and Development Branch
Laboratory Division, Center for Disease Control
Department of Health, Education and Welfare

Additional Information:

The study is in progress. Publication will be by the Center for Disease Control for limited free distribution.

Contact for Information:

Mr. John H. Krickel, Education Specialist
Laboratory Training Section
Licensure and Development Branch
Laboratory Division, Bldg. B, Room B-6
Center for Disease Control
1600 Clifton Road
Atlanta, Georgia 30333
Phone: AC: 404, 633-3311, extension 3876

Category:

Technical Training

Title:

Task Analysis of the ADP Computer Programmer Position

Brief Abstract:

This is a detailed analysis of the ADP Programmer position. The study is specifically oriented to this position as functioning in the IRS National Office.

Performing Author and Organization:

David Barry, Chief
National Office Training Branch
Internal Revenue Service
Department of Treasury

Additional Information:

The analysis is expected to be completed in FY 1971.

Contact for Information:

Mr. David Barry, Chief
National Office Training Branch
Internal Revenue Service
Department of Treasury
Washington, D. C. 20220
Phone: AC: 202, 964-6102

Category:

Technical Training

Title:

X Document #560-420, "Experimental Use of a Programming Language (APL) at the Goddard Space Flight Center."

Brief Abstract:

This document is intended to explain what APL is, and to describe the experiment that the Information Processing Division (IPD) has undertaken to introduce APL to the Goddard Scientific Community.

Performing Author and Organization:

Cyrus J. Creveling
Information Processing Division
Tracking and Data Systems Directorate
Goddard Space Flight Center
National Aeronautics and Space Administration

Additional Information:

Copies of the document may be obtained from the following:

Clearing House for Federal Scientific Information
U.S. Department of Commerce
5285 Port Royal Road
Springfield, Virginia 22151
Reference: Accession No. N69-29939
Cost: $3.00

Contact for Information:

Mr. Cyrus J. Creveling, Senior Engineer
Information Processing Division, Code 560
Goddard Space Flight Center
Greenbelt, Maryland 20771
Phone: AC: 301, 474-9000, extension 6126

Studies and Reports

related to

TRAINING ADMINISTRATION

Category:

Training Administration

Title:

Executive Program Costs at Selected Academic Institutions

Brief Abstract:

This is a cost survey of educational programs offered by colleges and universities. The information is current as of January, 1970. The purpose of the study was to compare tuition for the Federal Executive Institute with that of similar programs conducted by academic institutions.

Performing Author and Organization:

James R. Beck, Jr.
Federal Executive Institute
U.S. Civil Service Commission

Additional Information:

Copies of the study are available from the Federal Executive Institute.

Contact for Information:

Mr. Joseph N. Coffee, Jr.
Administrative Officer
Federal Executive Institute
Route 29 North
Charlottesville, Vriginia 22903
Phone: AC: 703, 296-0181

Studies and Reports

related to

TRAINING METHODS

Category:

Training Methods

Title:

Application & Design of an Instructional Television System

Brief Abstract:

A compilation of three reports detailing the National Training Center's experimental results, present and planned applications, and systems design considerations relative to ITV.

Performing Author and Organization:

James Everett, Joyce Davenport, Ted Harris
Training Division
Internal Revenue Service
Department of Treasury

Additional Information:

Copies of the report are available on request from National Training Center, Internal Revenue Service.

Contact for Information:

National Training Center
Internal Revenue Service
2221 Jefferson Davis Highway
Arlington, Virginia 22202
Phone: AC: 703, 557-2426

Category:

Training Methods

Title:

Comparative Study of Modified Correspondence Study for Foreign National Apprentices versus Conventional Classroom Training

Brief Abstract:

A controlled group using correspondence courses in scheduled supervised study was started in FY 1968. The study was reported in progress in FY 1969.

Progress of the controlled group was compared with a similar group using conventional methods of study.

The following observations were noted:

a. Attrition is lower in the controlled group than in the standard group.

b. Controlled group showed better performance as evidenced by the number of superior accomplishment and superior achievement awards received by them in their first and second years of apprenticeship. Supervisors of the controlled group noticed an appreciable difference in morale and work results between the controlled group and the standard group. The latter turned out better quality and quantity work.

c. Limited classroom space was used by the controlled group since study hall period is conducted for all the trades at one time only. With the standard group using conventional methods of study, classroom availability has always been a problem because there are several trade instructions involved.

d. Individual student progress is not impeded by slow learners' pace in the controlled group system.

e. Using correspondence courses in scheduled supervised study is found feasible and highly desirable where the number of apprentices in different trades involved is as small as the using activity's.

Performing Author and Organization:

CAPT Walter R. Wagner
Commanding Officer
U. S. Navy Public Works Center, Subic Bay
Department of Defense

Additional Information:

Copies of the study are available from the address given below.

Contact for Information:

Superintendent, Employee Development Division
Base Industrial Relations Office
U. S. Naval Base, Box 31
FPO San Francisco, California 96651

Category:

Training Methods

Title:

Contributions to State Training Programs by National Communicable Disease Center

Brief Abstract:

Since a professional staff already exists in most State public health laboratories and in other State organizations and institutions, CDC feels that it can offer the greatest assistance to State laboratory improvement programs by providing educational materials specifically designed for this purpose and by developing new methods and approaches to teaching laboratory procedures.

The paper describes some of the laboratory manuals, programmed instruction, laboratory equipment, single concept films, loan sets, slide series, slide-tape-culture laboratory exercises, correspondence courses, and packaged courses currently available. To effectively use the available materials, the States must have laboratory training coordinators. Fortunatley for the improvement of clincial laboratory performance.throughout the nation, many of the State public health laboratories are taking their training responsibilities seriously.

Performing Author and Organization:

Dr. M.M. Brooke, Deputy Chief;
Dr. E.L. Cavenaugh, Chief, Laboratory Training Section; and
Mr. John Krickel, Education Specialist, Laboratory Training Section
Licensure and Development Branch
Laboratory Division, CDC
Communicable Disease Center, Health,
Education, and Welfare

Additional Information:

This paper was presented by senior author at the 49th conference of Public Health Laboratory Directors, November 9, 1969. It was published in the Journal of the Public Health Laboratory Directors, Vol. 28, March 1970, pgs. 32-42.

Contact for Information:

Dr. M.M. Brooke, Deputy Chief
Licensure and Development Branch
Laboratory Division
Center for Disease Control
Atlanta, Georgia 30333
Phone: AC: 404, 633-3311

Category:

Training Methods

Title:

Gonorrhea Self-Interview Study

Brief Abstract:

A 6-8 minute film clip is being developed for use with the Fairchild projector. It is designed to educate the gonorrhea patient who visits an urban health department clinic. It should also help motivate him to provide the names and addresses of his recent sexual partners to the veneral disease control staff.

Performing Author and Organization:

Daniel C. VanderMeer, Veneral Disease Branch
Edwin H. Braff, M.D., Communicable Disease Control Officer
Department of Health, Education and Welfare
And
San Francisco City-County Health Department
San Francisco, California

Additional Information:

The script has been prepared and approved by the participating agencies. The production of the film clip is currently underway.

Contact for Information:

Mr. Daniel C. VanderMeer
Epidemiologic Consultation and Training Unit
Veneral Disease Branch
Center for Disease Control
1600 Clifton Road
Atlanta, Georgia 30333
Phone: AC: 404, 633-3794

Category:

Training Methods

Title:

An Instructional Systems Approach or FAA Student-Centered Training

Brief Abstract:

"An Instructional Systems Approach or FAA Student-Centered Training" is a report on the approach the FAA Academy is taking in the training of employees in many technical fields. The report defines the term instructional systems approach, and gives the background to the development of this approach to training. The report further describes the characteristics of an instructional system such as: detailed task analysis, job-oriented student-centered, and student and instructor feedback. It also gives details on how the FAA

Performing Author and Organization:

Harold M. Reeves, Education Specialist
General Training Branch, FAA Academy
Federal Aviation Administration
Department of Transportation

Additional Information:

The report has been completed. For further information see the address below.

Contact for Information:

FAA Aeronautical Center
General Training Branch, AC-960
P. O. Box 25082
Oklahoma City, Oklahoma 73125
Phone: AC: 405, 686-2011

Category:

Training Methods

Title:

Labor Relations - Negotiations and Agreements

Brief Abstract:

The purpose of the study was to conduct research into the most effective methodology, design and content of two learning modules (1) labor relations negotiations and (2) labor relations administration of agreements.

Performing Author and Organization:

Golightly & Company International, Inc.
613 Southwest Tower

Additional Information:

Study has been completed. For further information see address below.

Contact for Information:

Mr. Eugene C. Hagburg, Assistant Director
Postal Service Management Institute
7900 Wisconsin Avenue
Washington, D. C. 20014
Phone: AC: 301, 495-6315

Category:

Training Methods

Title:

Learning Centers

Brief Abstract:

To determine the feasibility of establishing Learning Centers which would consist of a laboratory or classroom stocked with self-instructional training materials, including programmed courses, and would be open for use by employees before and after their regular work tours for training for higher-level skills. As a result of the favorable findings it is planned to establish Learning Centers in additional post offices.

U. S. Postal Service

Additional Information:

The study has been completed. For further information see the address below.

Contact for Information:

Mr. Walter E. Dawson, Employee Development Officer
Craft Training Division, Bureau of Personnel
U.S. Postal Service
Washington, D.C. 20260
Phone: AC: 301, 495-6225

Category:

Training Methods

Title:

Learning Processes in Memorizing Schemes (Scheme Research)

Brief Abstract:

The aim of the study is to investigate the interrelationship of factors which govern the time required to learn a mail distribution scheme--factors such as number of items in scheme; geographical coverage of scheme; names of cities, numbered streets, named streets, or streets which are distributed to more than one station or carrier; and number of pigeon holes into which scheme items are distributed.

Performing Author and Organization:

Bureau of Operations
Bureau of Personnel
Bureau of Research and Engineering
U. S. Postal Service

Additional Information:

The study is in progress. A contract was signed with Purdue University to perform the research. Purdue researchers have developed a schedule of visits to post offices to interview scheme training instructors and trainees concerning the process of learning schemes. These visits are now underway.

Contact for Information:

Dr. Ray R. Roberts
Employee Development Officer
Training Division
Bureau of Personnel
U. S. Postal Service
Washington, D.C. 20260
Phone: AC: 202, 961-9125

Category:

Training Methods

Title:

Parcel Sorter Training Research

Brief Abstract:

The aim of the study is to determine how to improve the training device (the letter sorter training console equipped with a specially wired parcel sorter sequential keyboard), as well as to determine the optimum keying speed while maintaining 98% accuracy. As result of the study the training methodology was redesigned.

Performing Author and Organization:

Bureau of Operations
Bureau of Personnel
U. S. Postal Service

Additional Information:

The study has been completed. For information see address below.

Contact for Information:

Mr. Julian Z. March, Employee Development Officer
Craft Training Division, Bureau of Personnel
U.S. Postal Service
Washington, D.C. 20260
Phone: AC: 202, 495-6225

Category:

Training Methods

Title:

Report on Development of EDEX-ADP Training Materials for 1969 Filing Period Training

Brief Abstract:

This is the third and last in a series of reports on the cost/learning effectiveness of an automated audio-visual training system for training the coding and editing of tax returns. Since the publication of this report the system has become fully operational.

Performing Author and Organization:

Joseph Rose
Training Division
National Training Center
Internal Revenue Service
Department of Treasury

Additional Information:

This report was published internally, April 18, 1969.

Contact for Information:

Mr. Joseph Rose
Training Division
National Training Center
Internal Revenue Service
Washington, D.C. 20224
Phone: AC: 202, 557-2456

Category:

Training Methods

Title:

The Role of the Langley Research Center Technical Library as an Information Source for Professional Employees

Brief Abstract:

The study was conducted to determine how professional employees find and use technical information, with particular emphasis on the role played by the Technical Library in fulfilling informational needs. Methodology includes use of questionnaire forms.

Performing Author and Organization:

Dr. H. Dudley Dewhirst
Technical Library Branch
NASA Langley Research Center

Additional Information:

The study is still in progress. Report will be locally reproduced with other publication plans undetermined at this time.

Contact for Information:

Mr. Phillip E. Weatherwax
Technical Library Branch
NASA Langley Research Center
Hampton, Virginia 23365
Phone: AC: 703, 827-2788

Category:

Training Methods

Title:

A Study of the Place of Individualized Instruction (Correspondence Courses) in the Postal Training Program

Brief Abstract:

The study dealt with such subjects as: (a) benefits to the Postal Service of management training, technical and maintenance training, and voluntary self-improvement, (b) utility of participating in different courses at various time periods with respect to resident courses, (c) modular concept related to correspondence study, (d) correspondence course grouping by employee categories, (e) establishment and administration of an effective correspondence course program (f) implications of the effective correspondence course study program on postal policies and procedures, and (g) the contents of specific correspondence courses.

Performing Author and Organization:

Dr. John S. Howland, Deputy Director
Postal Service Programs
U. S. Postal Service

Additional Information:

Available copies of the report are limited. If a validated need can be established, a copy of the report may be obtained by writing to the address below.

Contact for Information:

Dr. Herbert L. Steele, Director
Field Operations Center
Oklahoma Postal Training Operations
Post Office Box 1400
Norman, Oklahoma 73069
Phone: AC: 405, 325-6771

Category:

Training Methods

Title:

The Training Process: An Experimental Application

Brief Abstract:

To apply a systematic analytic process to solving training problems in tuberculosis control. A description is provided of the process, its application to the course, and the evaluation results.

Performing Author and Organization:

Seth N. Leibler, Ed.D.
Tuberculosis Branch
State and Community Service Division
Center for Disease Control
Department of Health, Education and Welfare

Additional Information:

The study has not been published. Contact Dr. Seth Leibler for information at the address below.

Contact for Information:

Mr. Seth N. Leibler, Ed.D
Chief, Training Service Unit
Center for Disease Control
Building 1, Room 310
1600 Clifton Road
Atlanta, Georgia 30333
Phone: AC: 404, 633-3311 - Ext. 3338

Category:

Training Methods

Title:

Use of Diagnostic Testing in a Classification Information Program

Brief Abstract:

Methodology - A concise diagnostic test covering the essentials of classification information is given to all employees to whom it pertains, by Division and Service, at the time of annual review. No training is given immediately beforehand, although the majority of employees have been exposed to classification training several times over a period of years. A meaningful cut-off score is established a priori, as well as suitable ranges for adjective ratings, both individual and divisional.

Expected Results - Employees who demonstrate a reasonable knowledge of classification essentials are so documented on their training records and are no longer scheduled for annual classification refresher training, unless there are drastic changes in the courses content. The ongoing study concerns itself with: (a) building a long-range classification and wage information program based on the results of diagnostic testing; (b) the feasibility of loading personnel program review questions on the same test; (c) solutions to the problem of repeat failures; (d) selective retraining without stigma; (e) use of tutorial approach in selected instances (tied to desk audits); (f) comparison of "before and after" test results and expansion of supervisory training course content.

Performing Author and Organization:

Personnel Division
Veterans Administration Hospital
Veterans Administration

Additional Information:

The study, which was reported as "in progress" in the FY 1969 training report, is not yet completed. The final phase is determining the extent to which information is retained. A copy of interim data may be obtained by writing to address below.

Contact for Information:

Personnel Division,
VA Hospital
Bedford, Massachusetts 01730
Phone: AC: 617, 275-7500

Studies and Reports

related to

UPWARD MOBILITY PROGRAMS

Category:

Training Methods

Title:

The Application of Programmed Instruction in a VA Hospital

Brief Abstract:

A pilot study was designed in FY 1967 to investigate the feasibility of employing an auto-instructional technique to give new employees a general orientation to work in the Dietetic Service in a VA Hospital, Togus, Maine. Study No. II examines the effect of training for job orientation on prospective Dietetic workers. The study goes beyond the pilot study and incorporates refinements in method, in the application of statistical techniques, and in the number of cases trained.

Performing Author and Organization;

Dr. Joseph Sanders
Chief, Psychology Service
Veterans Administration

Mrs. Betty A. Whiteside
Training Dietician
Veterans Administration

Additional Information:

Limited copies of the study have been reproduced. A copy will be supplied, if available, on request to the address below.

Contact for Information:

Dr. Joseph Sanders
Chief, Psychology Service
Veterans Administration Hospital
Togus, Maine 04330
Phone: AC: 207, 623-8411

Category:

Upward Mobility Programs

Title:

Designing a High School Completion Program for Norton AFB Civilian Employees

Brief Abstract:

The purpose of this study was to design a plan to raise the educational level of civilians employed at Norton AFB, California, by providing a means of obtaining a high school diploma or equivalent. This project was completed by the author for partial fulfillment of requirements for the Degree of Master of Arts. Research indicated very few similar programs had been documented or evaluated. The methods and approach to this project included:

a. Research of factors affecting adult participation in educational activities.
b. Development and utilization of a survey instrument to determine size and general characteristics of that part of population which were interested in obtaining additional education, and to tabulate and analyze factors which allegedly affected persistence, or adult perserverance.
c. Research of regulatory provisions for management involvement in support of program.
d. Survey of educational resources available to meet needs.
e. Summary, conclusions, recommendations and plan of action for the High School Completion Program.

Performing Author and Organization:

Mr. John E. Waddill
Civilian Personnel Office
Norton AFB, CA
Department of Air Force
Department of Defense

Additional Information:

This is an unpublished research paper, located in Chapman College Library, Orange, California, B99 31600 CR.

Contact for Information:

Mr. J.E. Waddill
3956 Dwight Way
San Bernardino, California 92404
Phone: Norton AFB -- AC: 213, 876-6768

Category:

Upward Mobility Programs

Title:

Diagnostic Testing and Career Development Program

Brief Abstract:

The Program is designed to aid employees who need additional training in the basic skills areas (English, reading, and mathematics). Eligibility for participation in the program is determined from scores on the California Achievement Tests for Basic skills, and individual counseling of employees. Training is provided at the agency location.

Performing Author and Organization:

Division of Training and Career
Development Program
Social Security Administration
Department of Health, Education and Welfare

Additional Information:

The program is still in progress and training is being conducted. There are no publication plans at this time.

Contact for Information:

Mr. Frank G. Matejik
Director, Division of Training and Career Development
Room 4226, Annex Bldg.
Social Security Administration
Baltimore, Maryland 21235
Phone: AC: 301, 944-5000, Extension 2408

Category:

Upward Mobility Programs

Title:

Project TEACHES (Training, Education and Counseling for Higher Employment Status).

Brief Abstract:

Project TEACHES began in relation to FPM Bulletin No. 410-7, 27 March 1969. Subject: Guideline for Training Low Skill Manpower for More Effective Utilization. A Plan of Action was prepared. It provides guidelines to effective accomplishment of the program by identifying the various "tasks" involved and providing a plan for evaluation of accomplishment of each. Tasks identified in the Plan of Action are:

Identify Specific Tasks and Procedures
Development and Maintenance of a Plan of Action
Implementation and Maintenance of the Program
Use of Data and Statistics
Publicity
Job Design
Equal Employment Opportunity
Merit Promotion Program
Management Support
Obtain Support of Air Force, Civil Service Commission, etc.

Performing Author and Organization:

Hq. Aeronautical Chart & Information Center (DPCT)
Department of Air Force
Department of Defense

Additional Information:

Due to the cutback of civilian personnel, completion of the study has been delayed. A report of the progress of the Project will be completed within the next six months.

Contact for Information:

Employee & Career Development Branch (DPCT)
Aeronautical Chart & Information Center
Department of Air Force
8900 South Broadeay
St. Louis, Missouri 63125
Phone: AC: 314, 698-8307/8308

Category:

Upward Mobility Programs

Title:

Study of GS-6 Employees Not Promoted for Three Years or More;
and Study of GS-7 Employees Not Promoted for Three Years or More.

Brief Abstract:

These studies are two in a series of projects being accomplished as part of the HQ USAF Affirmative Action Plan to locate under-utilized employees. The objectives are to take corrective action for full utilization; to insure that there is no discrimination contributing to failure to achieve full utilization; and to determine program changes needed to insure fullest possible utilization of all employees.

Performing Author and Organization:

Mrs. A. Y. Kent
Chief, Civilian Personnel Division
Office, Secretary of the Air Staff
Department of Air Force
Department of Defense

Additional Information:

These studies have been terminated due to current and anticipated Reduction in Force.

Contact for Information:

Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division, AFESSPB
Headquarters, USAF
The Pentagon
Washington, D.C. 20330
Phone: AC: 202, OX 5-7158

Category:

Upward Mobility Programs

Title:

Training Opportunities in NBS for Non-Professional Employees With Emphasis on Minority Groups.

Brief Abstract:

This report was prepared by an ad hoc subcommittee chartered by the NBS Education Committee Chairman to "examine training opportunities and needs for minority group employees and make recommendations concerning the kinds of positive action that could be taken by management to enhance their development and personal growth potential." The Deputy Director, NBS, had asked that special effort be given to exploring ways to extend training opportunities to non-professional minority group members.

The report deals with eight major areas of concern:

1. Job Structure
2. Distribution of minority employees and their potential
3. Problems of the supervisor
4. Training guidelines
5. Problems of communication
6. Training incentives
7. Current training policies and practices
8. Counseling

Recommendations for action have been made based on findings in each of these areas.

Performing Author and Organization:

NBS Education Committee
National Bureau of Standards
Department of Commerce

Additional Information:

For internal use. No copies are available for outside use.

Contact for Information:

Miss Roberta R. Hatwell
National Bureau of Standards
Washington, D.C. 20234
Phone: AC: 202, 921-3421

SECTION II

STUDIES AND REPORTS

COMPLETED FISCAL YEARS 1967 through 1969

SECTION II - INDEX OF STUDIES AND REPORTS COMPLETED

FY 1967 - 69

This section is a brief listing and consolidation of the studies and reports that were completed and published in the fiscal year 1967-69 editions of this booklet. The asterisk (*) indicates that a copy of that study or report is on hand at the U.S. Civil Service Commission library. The information includes the category, title, description, year reported and reporting agency in the left column and the contact for information in the right column.

Category, Title, Description Year Reported, Reporting Agency	Contact for Information
CAREER DEVELOPMENT	
*Career Development in Federal Financial Management Analysis of training requirements at all levels of financial management. (FY 69) Civil Service Commission	Director Regional Training Center Philadelphia Region U.S. Civil Service Commission U.S. Custom House Philadelphia, Pa. 19106 Phone: AC: 212, 264-0460
*Career Development Program Describes promotion areas, career ladders and methods of selecting employees for participation in career development programs of Plant Quarantine Division. (FY68) Department of Agriculture	Mr. J.C. Frey, Asst. to the Director of Management USDA-ARS, Plant Quarantine Division Federal Center Building Hyattsville, Maryland 20782 Phone: AC: 301, 388-8482
*Career Ladders in Social Welfare Services and Proposal for Demonstration of the Three Track Career Ladder in Social Welfare Services The two reports describe the development of a three track career ladder in the D.C. Department of Public Welfare. (FY67) D.C. Gov't	Dr. Oscar J. Kurtz Staff Development Officer D.C. Department of Public Welfare 499 Penn. Ave., N.W. Washington, D.C. 20001 Phone: AC: 202, 629-2193

CAREER DEVELOPMENT (continued)

*Career Planning/Appraisal Process Study of career planning processes to develop a guidebook for supervisors. (FY69) (DOD) Air Force	Employee and Career Development Division Directorate of Civilian Personnel HQ AFSC (SCPCD) Andrews Air Force Base Washington, D.C. 20331 Phone: AC: 202, 981-5431
*Faculty Development Program A career development program for U.S. Army Signal School instructors. (FY69) (DOD) US Army	U.S. Army Signal Center and School Fort Monmouth, New Jersey 07703 Phone: AC: 201, 532-9000 or ext. 22211
Occupational and Management Study of Alcohol, Tobacco and Firearms Inspector Positions Deals with inspector occupational changes. (FY69) Treasury, IRS	Mr. Ronald Patterson Personnel Division Internal Revenue Service 1111 Constitution Ave., N.W. Washington, D.C. 20224 Phone: AC: 202, 964-6401

DETERMINING TRAINING NEEDS

Educational Level of Office, Sec. of the Air Force, the Air Staff and Service Field Organizations To determine educational backgrounds and level of employees. (FY67) (DOD) Air Force	Career Development and Training Branch Civilian Personnel Division AFESSCB Headquarters USAF Washington, D.C. 20331 Phone: AC: 202, 981-5431
Graduate Education Needs in the Quad-Cities Study was conducted to provide information on nature and scope of need for graduate education by employers and employees in the quad-cities region of Iowa and Illinois. Study was conducted as part of the U.S. Army Weapons Command participation in the Quad-Cities council. (FY69) (DOD) Air Force	U.S. Army Weapons Command Rock Island Arsenal Rock Island, Illinois 61201 Phone: AC: 309, 794-6001
Joint University Committee for Educational Study Determination of training needs in White Sands area. (FY68) (DOD) Army	Dr. Jack Soules, Director Committee for Educational Study Professor of Physics New Mexico State University Las, Cruces, New Mexico 88001

DETERMINING TRAINING NEEDS (continued)

Personnel Management Tests -- True-False Tests Help Determine Training Needs

Experimental use of true-false test in determining training needs in basic areas of personnel management. (FY67) VA

Office of Personnel
Room 1145
Veterans Administration
Central Office
Washington, D.C. 20420
Phone: AC: 202, 389-2459

A Research Study of Future Educational Needs of Personnel at Holloman Air Force Base, White Sands Missile Range and Supporting Geographical Areas

A joint effort with U. of New Mexico and New Mexico State U. (FY68) (DOD) Air Force

Dr. Steinhoff
MDGC, Air Force Missile
Development Center
Holloman AFB, New Mexico 88330
Phone: AC: 505, 869-3762

Survey of Training and Development

Conducted to determine if employees training needs were receiving appropriate and balanced consideration. (FY67) GAO

Mr. C.O. Magnetti, Chief
Classification and Standards
Division
Office of Personnel
General Accounting Office
Washington, D.C. 20548
Phone: AC: 202, 393-3679

EVALUATION OF PROGRAMS

An Analysis of the Education and Training Systems at Milau, Michigan and Terre Haute, Indiana

An analysis of existing education and training systems at Terre Haute Penitentiary and the Milau Federal Correctional Institution. (FY68) Department of Justice

U.S. Penitentiary
Terre Haute, Indiana 47800
Phone: AC: 812, 232-5337

An Analysis of the NASA Manned Spacecraft Center's Incentive Awards Program and its Effect on Employee Motivation

Recommendations made in the study could be applicable to other agency incentive awards programs. (FY69) NASA

Director
University Programs Office BE 3
NASA Manned Spacecraft Center
Houston, Texas 77058
Phone: AC: 713, 483-3111

Evaluation of Civilian Long-Term, Full-Time Study Programs

Evaluation of the program's worth to the Command and to the Air Force. (FY66-68) (DOD) Air Force

Employee and Career Development
Division
Headquarters Air Force Command
SCPCO
Andrews Air Force Base
Washington, D.C. 20331
Phone: AC: 202, 981-5431

EVALUATION OF PROGRAMS (continued)

Evaluation of Community Health Representative Program

A changing philosophy of Indian Health Service Personnel involvement with the program. (FY69) HEW

Department of Health, Education and Welfare
Health Services and Mental Health Administration
Internal Health Programs Center
Tucson, Arizona 85701
Phone: AC: 602, 294-3273

An Evaluation of An Effective Listening Program

Evaluation of Xerox Corporation's "Effective Listening" tapes. (FY68) (DOD) Army

Mr. James M. Patton, Chief
Training Development Branch
Civilian Personnel and Training Division
U.S. Army
White Sands Missile Range
New Mexico 88001
Phone: AC: 915, 678-5832

An Evaluation of the Manned Spacecraft Center's Management Intern Program

(FY68) NASA Manned Spacecraft Center

Mr. Richard E. Stephen
Management Research Center BM22
NASA Manned Spacecraft Center
Houston, Texas 77058
Phone: AC: 713, 483-3111 or extension 7311

An Occupational Analysis of Job Satisfaction in a Public Hospital

The project was designed to explore reasons people work in a hospital, and to identify and investigate attitudes of hospital employees towards their role. (FY68) VA

Chief
Personnel Division
Veterans Administration Hospital
2500 Overlook Terrace
Madison, Wisconsin 53705
Phone: AC: 608, 256-1901

Analysis of Functions and Responsibility of the Personnel Management Specialists at the Manned Spacecraft Center

Study of a program using "generalist" rather than "specialist" concept. (FY69) NASA

Director
University Programs Office (BE3)
NASA Manned Spacecraft Center
Houston, Texas 77058
Phone: AC: 713, 483-3111 or extension 7311

Basic English Refresher Training for Clerical Personnel

An evaluation of use of the programmed text ENGLISH 2600 for Clerk-typist. (FY69) Department of Commerce

Chief
Employee Development Branch
Office of Administration for International Business
U.S. Department of Commerce
Washington, D.C. 20230
Phone: AC: 202, 783-9200

EVALUATION OF PROGRAMS (continued)

*Career Education Awards Program of the National Institute of Public Affairs

An evaluation of the National Institute of Public Affairs Program. (FY68) CSC

Mr. Albert G. Maltz, Chief
Training Information and Resources Division
Bureau of Training
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415
Phone: AC: 202, 632-6144

*Congressional Fellowship Program, A Study and Analysis

An overview of the Program and report of reactions of participants to the Program. (FY68) CSC

Mr. Albert G. Maltz, Chief
Training Information and Resources Division
Bureau of Training
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415
Phone: AC: 202, 632-6144

Effect of Hospital Orientation on Attitudes Toward Mental Illness

Study of effect of orientation for new non-medical employees. (FY68) GSA

Miss Helen J. Cristrup
Personnel Psychologist at General Services Administration
Personnel Management Staff, GSA
18th & F Street, N.W.
Washington, D.C. 20415
Phone: AC: 202, 343-1100

*Evaluation Study of the Supply Management Core Development Program: Inventory Control Option

Evaluate effect of participation in Core Program on employee's performance. (FY69) (DOD) Navy

Director
Training Division
Naval Publications and Forms Center
5801 Tabor Avenue
Philadelphia, Pa. 19120

*Letterwriting Workshops--An Evaluation Study

The report includes course content and materials methods of evaluation and summary of results. (FY68) HEW

Mr. Carl Hofer, Chief
Orientation and Training Branch
Bureau of Hearings and Appeals
Health, Education and Welfare
Washington, D.C. 20201
Phone: AC: 202, 557-1695

*NASA and the Federal Management Intern Program

An examination and analysis of NASA's Management Intern Program. (FY68) NASA

Program Management Branch
Personnel Division
NASA Headquarters
Washington, D.C. 20546
Phone: AC: 202, 963-7101

EVALUATION OF PROGRAMS (continued)

*Promotion Study Analysis of occupations, grades, ages, degrees, majors, publications, patents, awards and course completions of civilian engineers and scientists who received a promotion in grade between February and November 1968 at Electronics Command, Fort Monmouth, New Jersey. (FY69) (DOD) Army	Dr. Edward Wheeler Personnel and Training Directorate U.S. Army Electronics Command Fort Monmouth, New Jersey 07703 Phone: AC: 201, 532-9000 or ext. 22211
*Rating Study An analysis of occupations, grades, ages, degrees majors, publications, patents, awards, courses and performance apparaisals of 238 engineers and scientists at the U.S. Army Electronics Command, Fort Monmouth, New Jersey. (FY69) (DOD) Army	Dr. Edward Wheeler Personnel and Training Directorate U.S. Army Electronics Command Fort Monmouth, New Jersey 07703 Phone: AC: 201, 532-9000 or ext. 22211
*Report on the Evaluation of Charles County /Md./ Community College Courses Given at NWL During Spring 1968 Evaluation questionnaires completed by participating students. (FY69) (DOD) Navy	Miss Carole J. Lockhart U.S. Naval Weapons Laboratory Civilian Personnel Department Employee Development Division Dahlgreen, Virginia 22448
Report of Evaluation Task Force, Purser/Pharmacist Mate Training Program Conducted at Public Health Service Hospital, Staten Island, New York. (FY69) HEW	William J. De Maria, M.D. Assistant Dean, Community Health Services Duke Univ. Medical Center Durham, North Carolina 27706 or William Cherry, M.D. Director USPHS Hospital New Orleans, Louisana 70118 Phone: AC: 504, 899-3441
Retention Rate of Agency Employees Earning Masters or Ph.D. Degrees Study considered 169 employees during a period from 1960-69. (FY69) NASA	Mr. Robert J. Usher, Chief Training Branch NASA-Lewis Research Center 2100 Brookpark Road Cleveland, Ohio 44135
*Summary and Analysis of Long-Term Training Fiscal Years 1962-66 Include tables indicating participating universities, Government institutions, majors, fields of study, grade levels of participants, and current employees status. (FY68) (DOD) Air Force	Mr. Milton J. Feldman, Chief Career Development Branch Directorate of Civilian Personnel Headquarters USAF, the Pentagon Washington, D.C. 20330 Phone: AC: 202, 693-5280

EVALUATION OF PROGRAMS (continued)

The Utilization of Human Resources Within A Complex R&D Organization

(Previously titled "Personnel Utilization at the Manned Spacecraft Center"). An analysis of the Center's Manpower Utilization program and ways to improve it. (FY69) NASA

Mr. Donald R. Domm
University Programs Office
NASA Manned Spacecraft Center
Houston, Texas 77058
Phone: AC: 713, 483-3111,
ext. 7311

MANAGEMENT/SUPERVISORY TRAINING

A Comprehensive Review of the Department of the Army Management Intern Program

Analysis of participant's educational background, opportunities for women, rate of advancement and percent of interns who leave the program. (FY67 and FY69) (DOD) Army

Coordinator, Army Management
Intern Program
Staff Civilian Personnel Division
Department of the Army
Washington, D.C. 20310
Phone: AC: 202, 695-5157

*Post Course Evaluation Study of Nine Management and Supervisory Training Courses

Training effectiveness was analyzed from questionnaires to participants of 98 training sessions. (FY69) Civil Service Commission

Director, Regional Training
Center
Atlanta Region
U. S. Civil Service Commission
Atlanta Merchandise Mart
240 Peachtree Street, N.W.
Atlanta, Georgia 30303
Phone: AC: 404, 526-4477

*The Research and Development Engineer as a Manager: An Analysis of the Management Development Needs at the National Aeronautics and Space Administrator Manned Spacecraft Center

To identify engineer's specific needs for improvement in management skills. (FY68) NASA

Mr. Wayne Whittington
University Programs Office
National Aeronautics and
Space Adm. Manned Spacecraft
Center
Houston, Texas 77058
Phone: AC: 713, 483-4007

Training for Those Who Get Things Done Through People (Supervisors and Managers)

A study of supervisory training needs in Region 6 of General Services Administration. (FY68) GSA

Mr. Joel B. Gerstle, Director
Training and Development Division
General Services Administration
Building, Room 1145
18th & F N.W.
Washington, D.C. 20405
Phone: AC: 202, 343-1110

PROGRAM DEVELOPMENT

Center City Conference Report

Describes a program held in Cleveland, Ohio to expose top Regional staff to problems of black ghetto and encourage commitment to meeting problems. (FY69) HUD

Training Office
Department of Housing and Urban
Development
Regional Office - Region IV
360 North Michigan Ave.
Chicago, Illinois 60601
Phone: AC: 312, 353-5960

PROGRAM DEVELOPMENT (continued)

Departmental Orientation Plan The program report covers feasibility, coverage and proposals for accomplishment of the orientation, and a plan for two orientation programs-one for professional/management staff and one for all other employees. (FY67) D.C. Gov't	Mrs. Jeane E. Rothman Staff Development Officer D.C. Department of Public Welfare 499 Penn. Ave., N.W. Washington, D.C. 20001 Phone: AC: 202, 629-2193
Educational and Professional Development Program for Engineering Personnel Study was done to provide a program to maintain engineering professional and technical competence. (FY68) (DOD) Army	Mr. Bruce Ford Employee Development Officer, U.S. Army Aviation Materiel Command St. Louis, Missouri 63100 Phone: AC: 314, 698-3501
*Occupation and Organization Guides for Park Operations (FY68) Interior-National Park Service	Mr. Ivan D. Parker, Chief Employment & Employee Relations Division of Personnel Management and Manpower Development National Park Service Washington, D.C. 20240 Phone: AC: 202, 343-1100
*Proposal for Training and Work Experience for New Career (Scheuer) Trainees in the D.C. Department of Public Welfare A plan for employment of case aides and counselor aides. (FY68) D.C. Gov't	Dr. Oscar J. Kurtz Staff Development Officer D.C. Department of Public Welfare Washington, D.C. 20011 Phone: AC: 202, 629-2193
Postal Source Data System (PSDS) Maintenance Training Study To determine best method of training craft personnel (FY69) U.S. Postal Service	Mr. Julian Z. March Employee Development Officer Training Division Bureau of Personnel Post Office Department Washington, D.C. 20260 Phone: AC: 202, 656-9125
Report on Education for Government Service, Issues for Spring, Fall and an Annual Report Topics for FY67-new and developing curricula needs and the manpower planning for the Federal Service. (Reported FY67 and FY69) Dept. of Agriculture	Department of Agriculture Office of Personnel Washington, D.C. 20251 Phone: AC: 202, 388-6977

PROGRAM DEVELOPMENT (continued)

Survey of Potential for Training, Retraining and Education of Health Services Personnel

Traces development of a cooperative training program between University of Alabama Medical School and VA Hospital in Birmingham. (FY67) VA

Mr. C.G. Cox, Director
Veterans Administration Hospital
700 South 19th Street
Birmingham, Alabama 35223
Phone: AC: 205, 324-6581

SUMMER EMPLOYMENT PROGRAM

*Report on Medical-Dental Apprenticeship, Summer 1967

The report describes a program in which medical and dental students are provided a view of community health in terms of socio-economic factors. (FY68) D.C. Gov't

Miss Elizabeth E. Harvey
Training Officer
Training Section, Personnel Division
D.C. Department of Public Welfare
801 N. Capital St.-Room 221
Washington, D.C. 20011
Phone: AC: 202, 629-4253

Summer Employment Program - FY66

Three groups were studied: student assistants, stenographers and typists, and student aides from Youth Opportunity Campaign. (FY67) (DOD) Air Force

Career Development and Training Branch
Civilian Personnel Division
Headquarters USAF
Washington, D.C. 20330
Phone: AC: 202, 981-5431

Training Program for 1967 Summer Employees

Analysis of instructor and participants interviews. (FY67) VA

Veterans Administration Center
Philadelphia, Pa. 19104

TECHNICAL TRAINING

A Comparative Analysis of the Professionals' Occupational Environment at the Manned Spacecraft Center

The study measures ambiguity levels of scientists and engineers. (FY69) NASA

Director
University Programs Office BE 3
NASA Manned Spacecraft Center
Houston, Texas 77058

Housing Management Training

The report is on the social concerns portion of the Housing Manager's job. (FY69) HUD

Department of Housing and Urban Development
Career Development and Training Branch
Room 218
451 7th St., S.W.
Washington, D.C. 20410
Phone: AC: 202, 755-5470

TECHNICAL TRAINING (continued)

*Project COBET Status Report

A common-circuit survey of ten USCONARC Schools conducted by the USASCS Project COBET (Common Basic Electronics Training) group. (FY69) (DOD) Army

Project Manager
U.S. Army Signal Center and School
Fort Monmouth, New Jersey 07703
Phone: AC: 201, 532-9000, extension 22211

TRAINING ADMINISTRATION

*Delegation of Authority for Approval of Training in Non-Government Facilities

Review of effectiveness of the delegation to field installations of the Navy Department. (FY68) (DOD) Navy

Mr. A.T. McMahon, Director
Office of Civilian Manpower Management
Navy Department
Washington, D.C. 20390
Phone: AC: 202, 545-6700

Management Report of Systems, Procedures and Paperwork Related to Government/Non-Government Training

The study concluded that one form could be used eliminating four to eight forms. (FY67) (DOD) Navy

District Management Assistance Office
12th Naval District
San Francisco, California 94103
Phone: AC: 415, 869-0111

*Per Diem for Long-Term Training

Data was collected from 80 institutions nation-wide on cost of furnished housing etc. in their areas in order to determine a fair and reasonable per-diem rate for long-term training. (FY68) (DOD) Army

Training and Development Division
Civilian Personnel Office
U.S. Army Missile Command
Redstone Arsenal, Alabama 35809
Phone: AC: 205, 877-1100, extension 74216

*Personnel Statistics for Civilian Engineers and Scientists

The report charts and tabulates statistics on supervisory and non-supervisory personnel at the Electronics Command, Fort Monmouth, New Jersey. (FY69) (DOD) Army

Dr. Edward Wheeler
Personnel and Training Directorate
U.S. Army Electronics Command
Fort Monmouth, New Jersey 07703
Phone: AC: 201, 532-9000, extension 22211

TRAINING METHODS

Error Checking Device Study

The study was conducted to determine if the error-checking device accelerates training or reduces error of machine operators. (FY68) U. S. Postal Service

Mr. Julian Z. March
Employee Development Office
Bureau of Personnel
U. S. Postal Service
Washington, D.C. 20260
Phone: AC: 202, 783-3100

TRAINING METHODS (continued)

Feasibility of Computer Assisted Instruction in U.S. Army Basic Electronics Training

The study considers effectiveness, efficiency and applicability of computer assisted instruction. (FY69) (DOD) Army

Mr. Alexander A. Longo
Computer Assisted Instruction Center
U.S. Army Signal Center and School
Fort Monmouth, New Jersey 07703
Phone: AC: 201, 532-9000, extension 22211

Feasibility of Using CCTV in Training in the Social Security Administration Central Office

(HEW -- Social Security Administration) (FY67)

Mr. Frank J. Matejik, Director
Division of Employee Development
Office of Administration
Social Security Administration
Baltimore, Maryland 20203
Phone: AC: 301, 963-1110

*Scheme Training Methodology

To determine and describe methods in a scheme instructor handbook. (FY69) U. S. Postal Svc.

Dr. R. Ray Roberts
Employee Development Officer
Bureau of Personnel
U.S. Postal Service
Washington, D.C. 20260
Phone: AC: 202, 961-8545

Validation of Programmed Instruction Series -- Instructional Methods and Techniques

Study conducted to test the validity of aro-grammed instruction package and determine student difficulty in regard to structure and content. (FY67) (HEW -- Social Security Administration)

Mr. Frank J. Matejik, Director
Division of Employee Development
Office of Administration
Social Security Administration
Baltimore, Maryland 20203
Phone: AC: 301, 963-1110

Video-Tape Utilization

An analysis of use of video-tape in training inmates and employees in human relations aspects. (FY68) Department of Justice

Personnel Officer
Federal Youth Center
Englewood, Colorado 80110

UPWARD MOBILITY PROGRAMS

A Systems Approach to Employee Research and Development, a Research Project Protocol

Study shows that unskilled employees can develop to meet needs for semi-skilled personnel through a systematic employee development program. (FY69) HEW

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UPWARD MOBILITY PROGRAMS (continued)

Educational Level of Permanent Civilian Employees at Holloman Air Force Base, New Mexico

Conducted to insure full utilization of employees, as a part of the Operation MUST program. (FY68) (DOD) Air Force

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Equal Employment Opportunity

Statistical Report on Employees enrolled in Equal Employment Opportunity Program. (FY69) (DOD) Navy

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*Guides for Planning High School Completion

Provides information to employees on starting a high school completion program. (FY68) GSA

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Guide to Federal Assistance Programs for the Disadvantaged

For civilian personnel officers in the Air Force Systems Command. (FY69) (DOD) Air Force

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Operation MUST Study-College Graduates Assigned to Positions in Grades GS-3 to GS-7 in Office of Secretary of the Air Force, the Air Staff and Serviced Field Organizations

Conducted to reflect progresses in utilizing selected college graduates' capabilities. (FY67) (DOD) Air Force

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*Operation MUST Study-College Graduates Assigned to Positions in Grades GS-3 to GS-7 in Office of Secretary of the Air Force, the Air Staff and Serviced Field Organizations

Study was conducted to determine progress in the above program. (FY68) (DOD) Air Force

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UPWARD MOBILITY PROGRAMS (continued)

*Operation MUST Study--Report of Employees with Two to Four Years of College Assigned to GS-3 to GS-7 Positions in Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations

(FY68) (DOD) Air Force

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*Research Report on Civilian Personnel Improvement Program: Interview and Test Phase

The report describes a program to help GS-1 through 3 to qualify for promotional opportunities that require greater skills and knowledges.
(FY68) Department of Transportation - Coast Guard

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